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ABSTRACT

Instructional personnel and staff members with academic rank at Virginia Union University are governed by the 1975-76 faculty handbook. The policies contained in the document pertain to areas such as the administrative organization; the duties and responsibilities of members of the administration; the faculty organization and various committees; faculty rank; salaries; appointments; academic freedom; tenure; termination; leaves; fringe benefits; teaching and nonteaching responsibilities; facilities and services available to the faculty; and general university regulations. (JMF)

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EDUCATION

VIRGINIA UNION UNIVERSITY
Faculty Handbook
1975-1976

Non-academic personnel policies are found in the VUU Staff Manual. The policies contained in this handbook refer to instructional personnel or staff members with academic rank.

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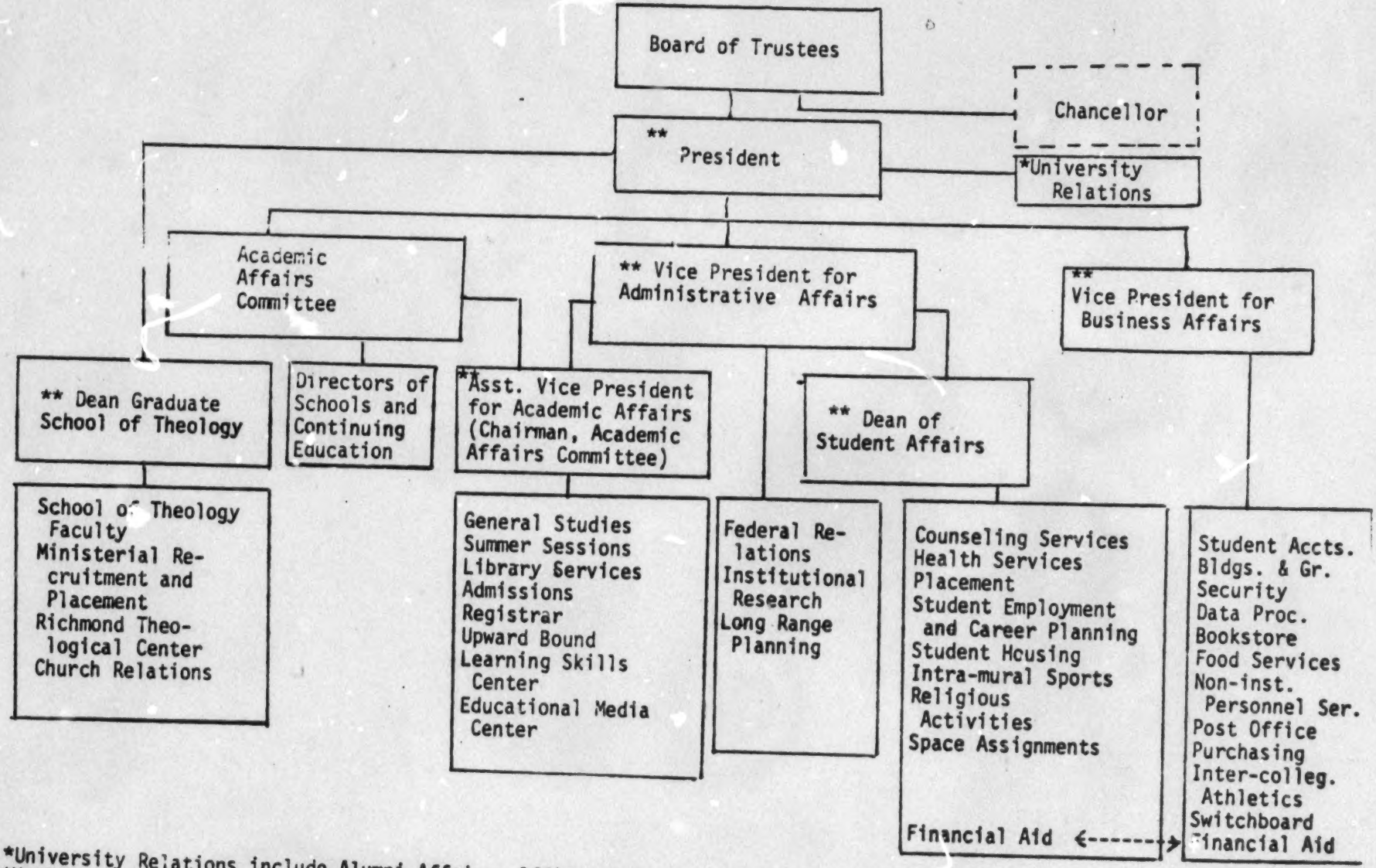
ORGANIZATIONAL STRUCTURE FOR THE UNIVERSITY



*University Relations include Alumni Affairs, Office of Development, Public Information and Publications, and Recruitment
**Members of the Administrative Council

VIRGINIA UNION UNIVERSITY

HISTORY. During our many years of existence, VUU has been a pioneer in education. In 1865 when few educational opportunities were available to black students at colleges across the nation, the University was founded to provide quality education for young black men and women.

VUU resulted from the merger in 1899 of two institutions, Wayland Seminary and Richmond Theological Institute, which had been established by the American Baptist Home Mission Societies. Later, the assets of Hartshorn Memorial College and Storer College were merged with Virginia Union as we became an even stronger "union of educational institutions."

From its earliest years, VUU has exhibited strength as an educational community offering a student from any race and economic group the opportunity to acquire the knowledge and skills with which to identify himself, to understand others, and to progress to his fullest potential.

PURPOSE. Today as an accredited, historically private University with a college of liberal arts and sciences and a graduate school of theology, we continue to provide our students with outstanding educational opportunities. We are committed to the liberation of the mind, to the understanding of individual identity, and to the fulfillment of every person. In pursuit of specific goals and through their implementation, Virginia Union University is a vital contributor to American life. We pledge:

to foster an environment which would enhance the appreciation of black heritage and identity, thus uniting the relevance of education for the students' challenges in life;

to keep alive the best of liberal scholarship through which the initiative, interests and integrity of the student is developed;

to offer a program of education broad enough to inspire a range of interests, a depth of appreciation and an ability of thought, to provide for effective citizenship and responsible leadership;

to present programs of specialization in more than one area of concentration to increase inquiry of the student and provoke extended study;

to provide a variety of personal and group counseling ex-

periences designed to expand the personality of the student, to help him take full advantage of his opportunities;

to serve those disadvantaged by environment and/or educational resources through a special program prior to college entrance. This program develops the skills necessary for college proficiency;

to recruit actively superior students throughout the country as well as such students who, despite cultural deprivation and limited finances, show the potential necessary for the realization of the University's objectives; and,

to provide for students and other adults continuing education which will enable them to invest their abilities in solving the problems of our world.

BOARD OF TRUSTEES. Self-perpetuating, composed of 33 corporate members elected for a three year term, who may be eligible for two additional terms. After three terms, a trustee is not eligible for re-election until after one year of non-trustee status. A trustee who has served two or more terms upon age of 65 may be elected to an honorary position, retaining all privileges of Board with exception of a vote. Duties and responsibilities of Board are defined in By-Laws of the University. Board holds two meetings per year.

Executive Committee.
Possesses full power entrusted by Board of Trustees during interim of regular Board meetings.

Other Committees.

Finance and Investment	
Development	Graduate Program of Theology
Long Range Planning	Curriculum
Buildings, Grounds and Land Use	Personnel

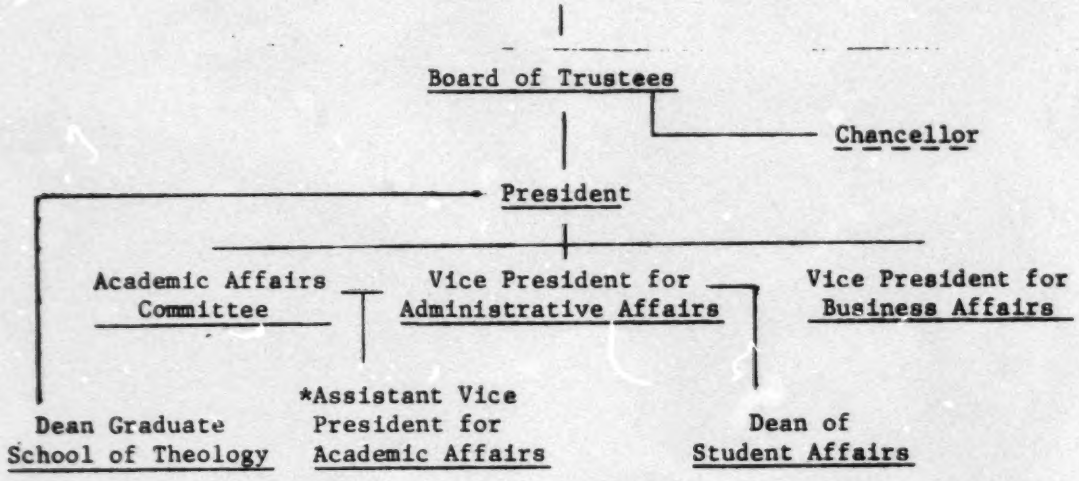
CHANCELLOR. An honorary position bestowed upon the fourth President of the University by the Board of Trustees.

PRESIDENT. The President is chief executive officer of the University and is the ultimate source of authority, being responsible to the Board of Trustees. Subject to the Board he holds veto power over all else, a power that is rarely used. He is responsible for the recruitment, selection, employment, assignment, and supervision of all faculty and staff members, also subject to Board approval. He often delegates portions of this responsibility to his administrative colleagues. It is the President's duty to recommend to the Board the major plans and policies for the University. Included are the annual budget and revisions, development plans, and major

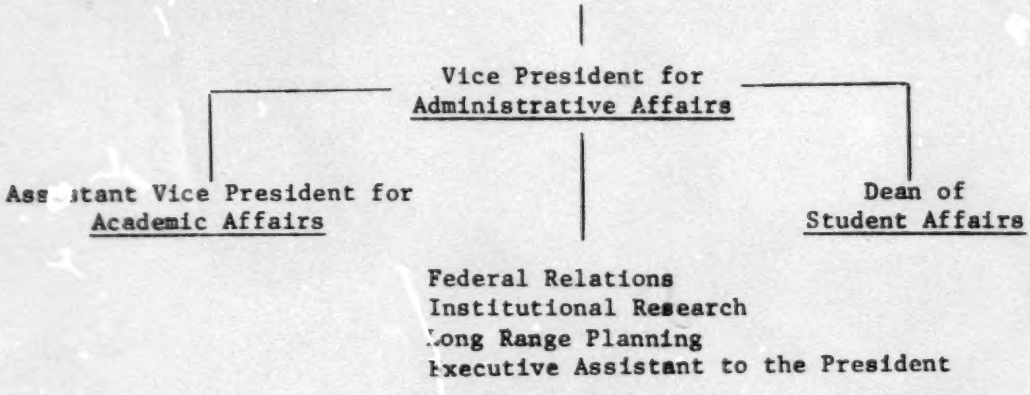
curricular proposals approved by the faculty.

Five major officers report to the President: Vice President for Administrative Affairs, Vice President for Business Affairs, Assistant Vice President for Academic Affairs, Dean of Student Affairs and Dean of Graduate School of Theology.

Administrative Council
Comprised of six major officers of the University, acts as an advisory council to the President; meets weekly to review and evaluate programs and policies, to project new concepts for consideration, to further continuous lines of communication with total University community.



VICE PRESIDENT FOR ADMINISTRATIVE AFFAIRS. Serves as executive representative for the President in administrative functions; acts as coordinator of major areas on campus to promote academic and non-academic functions in a balanced, well-organized manner. Also, Director of Federal Relations.



*The Assistant Vice President for Academic Affairs serves as chairman of the Academic Affairs Committee.

VICE PRESIDENT FOR BUSINESS AFFAIRS is responsible to the President for administration of all business affairs of the University. Formulates business policies, develops operating procedures, establishes accounting and reporting methods, and coordinates daily business operation. Assists the President in preparation of the budget, directs budgetary controls. With assistance of the President, he is responsible for the effective development and efficient operation of the Business Office. Serves as Assistant Treasurer of the University.

Vice President for
Business Affairs

Student Accounts
Buildings and Grounds
Security
Data Processing
Bookstore
Food Services
Non-instructional Personnel Services
Post Office
Purchasing
Inter-collegiate Athletics
Switchboard
Financial Aid

UNIVERSITY RELATIONS. Committed to the multi-faceted development of the total University program through the best utilization and coordination of human and material resources available within the University, other institutions of higher learning, the state and the nation.

*University Relations

Development
Alumni Relations
Community Services
Public Information/Publications
Recruitment

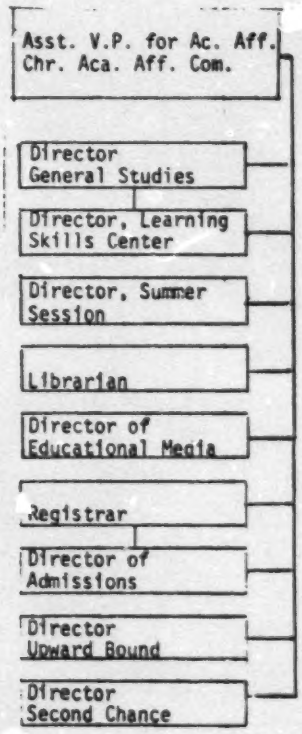
*University Relations' programs are coordinated through the Office of the President.

DEAN GRADUATE SCHOOL OF THEOLOGY administers academic program of School of Theology, assists the President in church and community affairs.

Dean Graduate
School of Theology

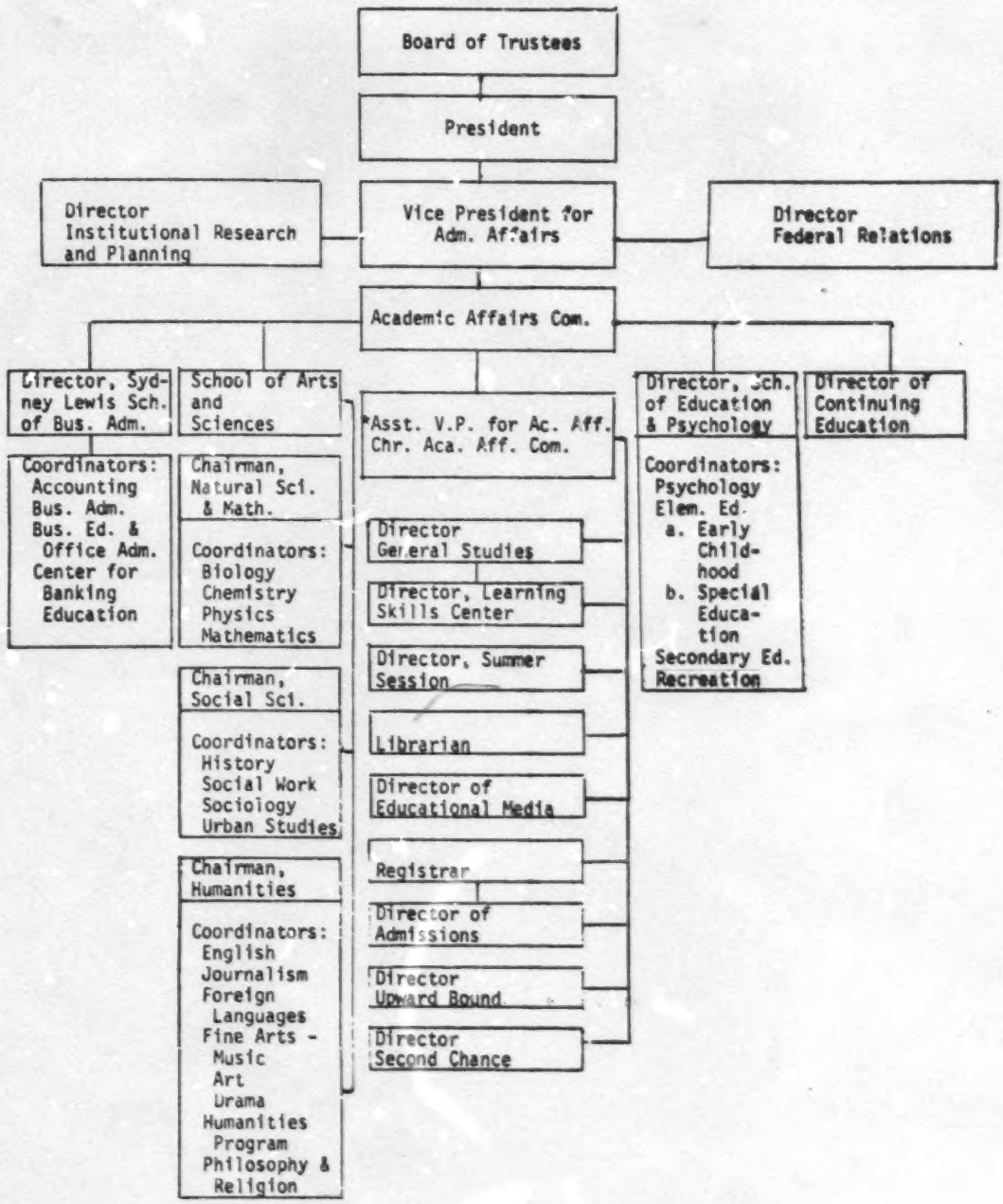
Faculty
Ministerial Recruitment and Placement
Richmond Theological Center
Church Relations

ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS. Serves as chairman of the Academic Affairs Committee, Director of the General Studies Program and Summer Sessions. He coordinates other services as indicated in the diagram.



*The Assistant Vice President for Academic Affairs is the Convenor of the Academic Affairs Committee. The Committee is the Chief Agency where all proposals and recommendations are made that will be submitted to the President of the University for approval.

It is the responsibility of the Academic Affairs Committee to coordinate the academic program of the University.



ROLES
RESPONSIBLITIES
AND DUTIES OF DIRECTORS OF
SCHOOLS, CHAIRMEN OF DEPARTMENTS
AND SUBJECT AREA COORDINATORS

The overall function of Virginia Union University is to provide an atmosphere of intellectual excellence the quality of which ensures the development and implementation of a program of studies which meet the academic, social, and emotional needs of black students in a predominantly Black University. It is within this context that all Directors of Schools, Chairmen within Schools, and Subject Area Coordinators must operate.

Roles, responsibilities, and duties are presented to apprise each Director, Chairman, and Coordinator of the expectations of the Administration regarding the operation of each school.

DIRECTORS OF SCHOOLS

1. Each Director has the primary responsibility for understanding and assisting Virginia Union University in achieving and maintaining her function presented above.

2. With the assistance of the President, each Director is responsible for recruiting faculty and for their orientation; supervises faculty with the cooperation of chairmen and coordinators; provides faculty stimulation; recommends appointments, dismissals, promotions, salaries of instructional personnel and assigns their duties and responsibilities after development of appropriate position descriptions.

3. Directors will be responsible for planning future program emphases, strategies, and procedures which will address specifically the needs of students and contemporary society. In order to provide proper administrative and supervisory leadership, Directors will have a minimum of twelve (12) semester hours teaching responsibility per year including summer sessions.

4. In order to maintain effective leadership, Directors will participate in personal and professional development activities that are designed specifically for upgrading in their areas of assignment. The extent of involvement in such activities shall be dependent upon sound judgment and University/School responsibilities. Reports to appropriate persons, i.e., administration, faculty, regarding the experiences of Directors will serve to apprise the University community of the extent to which faculty members are receiving broadening experiences beyond the confines of the University.

5. Directors will promote, and encourage faculty development and growth within their respective Schools through on-campus inservice programs, through attendance at professional meetings, through community involvement and professional courses that are related directly to their areas of responsibility.

6. Directors shall be cognizant at all times relative to the operation of all segments of their schools. Communications requesting services of the various Schools and/or individual faculty members shall be channeled through the Directors.

7. Accurate records shall be kept by Directors regarding the following matters:

   (a) Faculty assignments, performance in the classroom and on committees, credentials and vita information, leave and sick time, salary information, and professional evaluations, memberships on local, state, and national committees.

   (b) Schedules of courses, faculty-student load/ratios and relationships.

   (c) Student performance, attendance and needs.

   (d) Approved budget as it relates to each major area within each school.

8. Directors shall recommend to the President faculty members to be considered for Presidential appointments to University committees.

9. Directors shall see to it that among the various schools there shall exist coordination of programs and cooperation toward common goals.

10. Within each school, Directors shall hold faculty meetings at which time joint planning efforts will ensue. Participation of faculty in the decision making process aids greatly toward the unity of purpose and the kind of cooperation which makes for a creative and viable organization.

11. Personnel, students, and program shall be continuously examined and evaluated with adjustments and modifications made wherever and whenever necessary.

12. Each Director shall be aware through reports supplied his/her school of the backgrounds, assets, needs, interests, and failure of all students enrolled in his or her school. Individual student records will be kept by respective Departments.

13. Directors shall strive at all times to complement their programs with those operating in the larger University community, such as Upward Bound, Continuing Education, and General Studies, etc.

14. Channels of positive and effective communication shall be established and maintained, and support for overall University relations shall be an obligation.

15. An objective evaluation of each faculty member, that has been shared in a conference with each member, is to be filed with the President of the University on or before January 31 of each year.

CHAIRMEN

1. Chairmen shall be under the direction and supervision of the Directors of their respective Schools.

2. Chairmen in each school shall assist their Directors in the performance of their duties as outlined above.

3. Chairmen shall assist their Directors in budget making matters. (Needed personnel, materials, equipment, and supplies.)

4. The support of students, their needs, assets, interest, failures, and problems shall be a primary role of chairmen.

5. In order to achieve and maintain continuity of efforts, viability, and relevant content needed by contemporary society, chairmen shall coordinate all activities provided and promoted by their respective departments. Interdepartmental coordination and supervision shall also be responsibilities of chairmen.

6. Chairmen shall provide Directors with periodic reports and/or accounts of each department's status toward achievement of University, school, and department objectives.

7. Chairmen shall meet with their respective departments on a systematic basis to plan, organize, implement and evaluate program efforts designed to meet the needs of students.

8. Lines of communication shall be maintained among faculty, among departments and with Directors.

9. Each Chairmen will teach a minimum of eighteen (18) semester hours distributed between the fall and spring semesters.

COORDINATORS

1. Subjects area coordinators shall be under the general direction and supervision of the Directors of their respective Schools, but shall assist their respective chairmen in the performance of their duties.

2. Coordinators shall have as primary responsibilities the following:

   (a) To uphold and support the policies, rules, and regulations of the University.

   (b) To plan and promote a program of activities to meet the individual needs of students.

   (c) To help students develop positive self-concepts, confidence in their ability to achieve, a knowledge of themselves and others and to develop attitudes and behaviors needed for survival in a rapidly changing society.

   (d) To provide reports requested by their respective Chairmen and Directors.

   (e) To promote cooperation and basic educational goals among their respective subject area faculty.

3. Coordinators will teach a minimum of twelve (12) hours each semester.

Decision Making, Problem Identification and Resolvement. The academic program here at Virginia Union University cannot remain vibrant and operate on a sound footing unless those charged with furnishing leadership are capable and willing to exercise their roles as decision makers. The organizational structure demands that Directors, Chairmen, and Coordinators exercise decision-making roles and responsibilities that in the past were channeled directly to the President or the Academic Comm. [redacted] to deal with. Effective management of an organization, likewise, depends upon the ability of personnel (leaders) at various levels to make decisions that do not involve a violation of University policy. Consequently, the President and his top administrators are freed from direct involvement in making decisions that could have been handled at the Director's, the Chairmen, and/or the Coordinator's levels. In order to conduct his main role as planner and manager for the University, the President expects the following:

1. That professional ethics and personal integrity guide each individual as he or she assists the University in achieving her mission.

2. Directors will assume more responsibility for making appropriate decisions regarding the effective operation of their respective schools.

3. That in problem situations where all efforts at the "School" level have failed to reach a satisfactory agreement and/or conclusion among all parties involved, the President and/or his designee shall be consulted.

4. That each Director, Chairman, and Coordinator will be evaluated on the basis of his or her performance to carry out the roles, responsibilities and duties presented in the preceding sections of this handbook. All appointments are made for one academic year. Efficiency, loyalty, depth of understanding of the various subject fields, and management skills will determine whether or not a re-appointment will be considered.

Any exception to the teaching loads and other responsibilities will be recommended by the Directors of the Schools and/or Chairmen. Each request must be submitted in writing to the President.

DEAN OF STUDENT AFFAIRS. With cooperation of the Associate Dean, he creates and maintains a cultural, social and spiritual environment calculated to encourage the well-rounded development of each student. Supervises extracurricular activities of students; directs counseling programs; assigns student housing; directs all college assemblies except worship services and public occasions; organizes and directs Honors Day program; coordinates the campus calendar and the utilization of campus space.

In consultation with student leaders, he assigns sponsors to student organizations. Faculty members who act as sponsors, are directly responsible to him. He coordinates and supervises work of the University pastor and other non-academic counselors; devises a system for the administration of student discipline with requisite standards governing conduct. In cooperation with Director of Financial Aid and Placement and other University officials, he determines duties of all persons who direct or supervise students.

In cooperation with the President, he is responsible for recruitment and development of personnel for dormitory supervision, health services, and counseling; studies the causes of student attrition and proposes such remedial measures as seem indicated; publishes the tentative yearly calendar and a weekly calendar. All campus events must be cleared through his office; this includes the housing of campus visitors. He interprets the role and goals of the faculty to students, and relates the problems,ambitions, and motivation of students to faculty.

He administers attendance regulations and has authority over faculty to require reports of attendance. He is the final authority over students on the validity of excuses for absence; coordinates preparation of all material on student services which is to appear in the college catalog or other official publications and approves final content; develops appropriate position descriptions for those under his supervision.

Dean of
Student Affairs

Associate Dean of Student Affairs
Coordinator of Student Activities
Counseling Services
Health Services
Student Employment/Career Planning
Student Housing
Intra-mural Sports
Religious Activities
Space Assignments
Financial Aid

Associate Dean of Student Affairs is responsible for women's activities on the campus, assists Dean of Student Affairs primarily in matters affecting women students. Specific recurring activities for which the Associate Dean is directly responsible include:

Coordinates Freshman Week activities.
Approves freshman student counselors and student dormitory counselors.
Supervises SGA.
Advises Women's Senate.
Supervises election of "Who's Who Among Students in American Universities and Colleges" candidates.
Supervises housing of guests and alumni.

REGISTRAR. Custodian of all student academic records; keeper of the University official seal; assistant secretary of the University. Office of the Registrar shall

issue and evaluate transcripts, other similar materials;
certify students for graduation;
process veterans' credentials for benefits;

compile statistics, enrollment, etc.;
issue records to State Department of Education for
teaching certificates;
verify attendance for loans other than those administered
by VUU; and
process selective service forms.

LIBRARIAN. Responsible for administration of library. Makes recommendations for budget, for appointment of all library staff, for rules and regulations governing library and its resources. Responsible for final selection and purchase of all books and materials for library.

DIRECTOR OF PUBLIC INFORMATION/PUBLICATION. Responsible for discovering, developing and reporting information about VUU to all news media other institutions of higher learning, city and state governmental leadership; foundations; and other organizations. Responsible for creating and developing promotional material which identifies and promotes VUU to the general public. Designs and edits catalogues, brochures, flyers, magazines, etc. All printed materials must be approved by the Director prior to the preparation of a requisition.

DIRECTOR OF FINANCIAL AID. Provides financial aid to deserving students in form of scholarhsips, National Defense Education Act Loans, Educational Opportunity Grants, work/study aid. Criteria used in selection of recipient of aid, academic attainment, need, and other factors subject to review by Financial Aid Committee.

DIRECTOR OF PLACEMENT AND CAREER PLANNING. For benefit of upper-classmen, a placement library is provided plus ample opportunity for employment interviews for seniors with over three hundred industries, federal agencies, school systems. Sends to faculty materials about available jobs in special disciplines.

DIRECTOR OF COUNSELING AND GUIDANCE. Assists students toward personal and vocational self-development and direction. Services include: counseling, administration and evaluation of group and individual tests, support for development of learning skills, provision for large and small group activities which foster interpersonal relationships and goal setting, referral of students seeking help to qualified agencies. Counselors in the Counseling Center and others in special University programs form a supportive team under the supervision of the director.

DIRECTOR OF ATHLETICS. Supervises coaches and student participants in intercollegiate sports program involving scheduling of games, contests and meets. Oversees all intercollegiate activities, in line with University's educational policies and the athletic organizations with which VUU is affiliated.

DIRECTOR OF ALUMNI AFFAIRS. Plans, directs and coordinates the VUU National Alumni Association program. Through extensive visiting, he assists local, state and regional organizations in developing programs in student recruitment, public relations, annual alumni giving, United Negro College Fund, Pre-Alumni Club, and leadership development. Assists in development of tours for Concert Choir and responsible for preparing alumni publications. Assists the President with other programs that will cultivate new friends and strengthen the bonds of existing ones.

DIRECTOR OF DEVELOPMENT. Directs the capital fund program of the University. Assists faculty and staff members in preparing proposals to be presented to foundations, corporations and other non-Federal agencies, Assists the President in developing contacts, through a carefully planned program of cultivation that will provide adequate financial support for the University. Assists the Director of Alumni Affairs with local UNCF campaign.

DIRECTOR OF FEDERAL RELATIONS. Provides guidance to insure maximum benefits are derived from federal programs. Responsible for budgeting and implementation of federal monies, for interpreting guidelines of federal programs in keeping with business policies of the University, for stimulating interest in establishing constructive federal relations. Assists faculty and staff members in preparing proposals for federal agencies.

DIRECTOR OF RECRUITMENT SERVICES. Establishes procedures for advancing information about VUU; develops lists of prospective students, schools, alumni, groups; plans travel itinerary; recommends areas, organizations and individuals to be contacted; follows up operational development. Assisted by the Recruitment Committee, he establishes a philosophical basis for an effective program involving all facets of the University for maximum results.

Non-academic personnel are appointed on an annual basis. Each serves at the pleasure of the President on the Virginia Union team. Achievement of agreed upon objectives as a measure of job performance and productivity, loyalty to the administration and institution, punctuality, creativity and ingenuity are factors considered for reappointment.

FACULTY (administrative staff with faculty rank and instructional personnel). Faculty is appointed by the President and is responsible to him through the Directors of the Schools. It is the duty of each faculty member to maintain the highest personal standards of character and conduct, to strive to improve the effectiveness of his teaching, to take an understanding interest in the development of his students, and to continue study and research in his discipline.

In addition, faculty serve on committees, attend faculty meetings, keep class records, make reports of grades, and serve in such capacity as is required to develop the program of the University.

VUU is organized around councils and committees of faculty members, students and administration. These organizations serve to initiate and improve policies and procedures vital to the University. Students serve on all committees. (Administrative liaison to each committee is paranthesized.)

Academic Affairs Committee. (Assistant Vice President for Academic Affairs)
To advise the Directors on all matters pertaining to intellectual and professional stimulation of faculty, to plan and promote measures for achieving maximum intellectual development of each student. Coordinates the academic programs of the University.

Advisory Committee on Testing. (Dean of Student Affairs)
To evaluate periodically all VUU testing programs, to review test information, to recommend policy and procedures to the Academic Dean in regard to admission policies, and placement of freshmen and transfers; to act as liaison between departments, divisions and special programs which committee members represent.

Athletic Committee. (Vice President for Business Affairs)
To permit faculty participation in determination and maintenance of high standard performance by VUU in athletics; to effect a close, working relationship with all representatives in establishing a two-way channel for discussion; to serve as a resource group who study administration of intercollegiate athletics and make recommendations to appropriate authorities; to advise the President in matters relating to athletics; and when necessary, to initiate policy statements. Composed of: Director of Athletics, faculty, student, alumni, publicity and staff representatives, including Vice President of Business Affairs as ex-officio member.

Committee on Committees. (President)
To assist chairman of each committee in achievement of his committee function, to evaluate usefulness of each committee toward achieving goals of VUU. Has privilege of making recommendations to the President of faculty members to serve on any or all committees.

Committee on Faculty Meetings. (Assistant Vice President for Academic Affairs)
To assist President in providing informational and inspirational meetings, a medium through which ideas are exchanged and explored concerning development in each division and department. The recommendations are submitted to Academic Affairs Committee.

Fine Arts Committee. (Chairman of the Fine Arts)
To be responsible for planning the concert series one year in advance. To evaluate qualifications of artists, correspond with artists or agencies, provide meals and housing, furnish host(ess) to transport guests, prepare and supervise receptions following performances. To plan, promote coordinate and produce or present the varied activities of the Fine Arts Festival, and to encourage and foster creative talent in students

Cooperative Education Advisory Committee. (Assistant Vice President for Academic Affairs)
To provide for an effective operation, extension and improvement of the program. Director of Co-op serves as chairman.

Council on Religion. (Dean of Student Affairs)
To assist in production and execution of the total University religious program under leadership of the University pastor.

Curriculum Committee. (Assistant Vice President for Academic Affairs)
To evaluate curricula, to initiate change or revision if necessary through recommendations to Academic Affairs Committee and faculty. To recommend to faculty the adding or dropping of courses and/or programs, and to modify degree requirements subject to approval of Academic Affairs Committee

Institutional Research Committee. (Vice President for Administrative Affairs)
To furnish data, information, and analytic studies required for decision making. Concentrates on emerging student perspective in relationship to curriculum, facilities, guidance, finances, faculty, student body, and on specific data of location, positions, involvement of VUU graduates.

Library Committee. (Assistant Vice President for Academic Affairs)
To aid librarian in recommending policies for more effective use of library. Committee is composed of faculty members serving as advisors. Librarian serves on committee but not as chairman. Rotation of committee is essential to allow representation of each department and/or division.

Physical Plant Committee. (Vice President for Business Affairs)
To advise on all matters pertaining to maintenance, repair, beautification and best use of University physical properties.

Public Occasions and Hospitality Committee. (Director of Alumni Affairs)
To provide for hospitality of University guests, to plan and execute all matters pertaining to public programs, to provide for gracious and well-organized atmosphere at such occasions as Founders' Day and Formal Opening.

Public Relations Committee. (Director of Alumni Affairs and Director of Public Information/Publications)
To recommend policies, programs, and practices designed to create the most favorable image of VUU to its various publics, and to recommend policies governing off-campus performances of Concert Choir.

Recruitment and Admissions Committee. (Chairman, Recruitment Committee)

Recruitment: To assist Director of Admissions and Director of Recruitment Services in working vigorously to recruit students from all ethnic and racial groups; to make special effort of interpreting to all prospective students the specific aims and objectives of the University; its focus on development of strong religious convictions and commitments, and its insistence on intellectual disciplines; and to increasingly develop the quality and quantity of a diversified student body.

Admissions: To assist Director of Admissions at scheduled periods of time to review and evaluate credentials of University applicants. Committee meetings are primarily geared toward special and exceptional cases, those interpreted as not in keeping with the general aims and objectives of the University. Committee decisions are based on applicants secondary and/or college records, entrance examination scores, attitude toward college life, social adjustment, scholarship past and present, guidance and placement tests, and interviews, if possible or upon requests.

Student Aid Committee. (Dean of Student Affairs)
To recommend to faculty and/or administrative officers policies governing granting of student aid.

Student Personnel Committee. (Dean of Student Affairs)
To review, evaluate, and recommend programs and services, to establish policies that affect quality of student life on campus, and support academic efforts of the University.

Student Relations Committee. (Dean of Student Affairs)
To anticipate and consider problems encountered by students; and to recommend appropriate action to faculty, staff and administration. May act as court of appeals for a student dissatisfied with disciplinary action administered by the Office of Student Affairs upon the recommendation of the President.

Budgets.
Budget requests are submitted annually by December 15 or a date agreed upon, to the Chairman of Program Planning and Budget Committee on forms provided by Vice President for Business Affairs. After perusal and adjustments, the forms are transmitted through the Vice President for Business Affairs to the President. The President studies budgets in overall view of institutional requirements, then prepares proposed University budget for review by Board of Trustees for final action.

FACULTY RANK. Criteria to be considered in making appointments shall be: teaching skill, mastery of subject field, academic training, professional status or promise, personality, character, originality, cultural level, and leadership.

Criteria for reappointments and promotion shall be those listed in the preceding paragraph and in addition: length of service and experience, maintenance of desirable teacher-student relationships, extra-contractual contributions to VUU, involvment in community, scholarly or creative productivity, efficiency and loyalty to the established goals and mission of the University.

Instructor. Shall hold a masters degree. The first professional degree shall be regarded as the equivalent of a master's degree.

Assistant Professor. Shall have had at least 30 semester hours or its equivalent of graduate study above master's degree in field which he is appointed to teach. He shall have had at least three years teaching experience or professionally related experience, of which at least one shall have been in college teaching or professional work at college level. In addition, he shall have demonstrated high ability and promise as a college teacher or professional worker at the college level.

Associate Professor. Shall hold a doctorate or shall have had 60 semester hours or its equivalent of graduate study above the master's degree in field which he is appointed to teach. He shall have had 5 years teaching or professionally related experience, of which at least 3 years shall have been in college teaching or professional work at college level. He shall have demonstrated outstanding ability as a college teacher or professional worker at the college level.

Professor. Shall hold a doctorate in field which he is appointed to teach. He shall have had 7 years' teaching or professionally related experience, of which at least 4 shall have been in college teaching or professional work at college level. He shall have demonstrated creative and scholarly ability as a college teacher or professional worker at college level. He shall have a record or distinguished service in scholarly research, in public life, in educational administration, or as a creative artist.

Upon recommendation of the President and vote of the Board of Trustees, the qualifications herein listed for rank may be waived in cases where the creative and/or professional standing of the individual concerned merits such action.

SALARIES. Minimum salary for each instructional rank shall be those approved by the Board of Trustees.

Salary of a particular teacher within the limits established for his rank shall be determined by the President upon reviewing the recommendation from the Director of the specific school involved. The Director may confer previously with the appropriate Chairman or Coordinator. Salary allocated for each teacher for a given year shall be reported to the teacher in writing by the President or his designee not later than fifteen days after adoption of the final budget for that year.

Any teacher who feels entitled to a higher salary than allocated may appeal for review to the President. Application should be made in writing within ten days of receipt of proposed salary and should provide data under the following headings:

Exceptional performance in discharge of teaching responsibilities. Report extraordinary results.
Relationships to students and student activities.
Research projects undertaken, underway, completed.
Productive, creative activities, not including publications.
Administrative, committee assignments and activities.
Professional activities, responsibilities outside University.
Community and public relations.
Honors and distinctions received.

In evaluation of appeal, no substitute will be accepted for exceptional performance as a teacher.

APPOINTMENTS. Appointment of educational staff (faculty and academic administrative staff) is authorized by Board of Trustees upon recommendation of the President.

Salary agreement letters between Virginia Union University and educational staff are written in accordance with provisions of the University rules and are signed by the President or his duly authorized agent.

Each letter sets forth terms of employment, including beginning and ending dates, salary to be paid, and describes services to be rendered. Letters are rendered in duplicate. Acceptance is indicated by signing original copy and returning it to Office of the President. The letter stipulates usual two semesters of service or academic year. All salaries of full-time instructional staff are paid in twelve monthly installments, beginning with month of September.

Each new candidate for employment must file with appropriate VUU officer a recent certificate of physical fitness and such other personal data the administration may require. This record is held in strict professional confidence. An executive, at his discretion, may require candidate to furnish a health certificate from VUU's Health Service.

ACADEMIC FREEDOM. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties. Research for pecuniary return must have the written approval of the Director of the appropriate school and the President.

The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religion or other aims of the institution should be clearly stated in writing at the time of appointment.

The college or university teacher is a citizen, a member of a learned profession and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence, he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate he is not an institutional spokesman.

TENURE.

Meaning of Tenure.
Academic tenure is an arrangement whereby faculty appointments are continued until retirement age or physical disability, subject to dismissal for adequate cause or extraordinary circumstances because of financial exigencies.

Probationary Period.
After the completion of a probationary period, faculty shall become eligible for tenure. The probationary periods for full-time faculty members at VUU are:

Professors	3 years
Associate Professors...	4 years
Assistant Professors ..	7 years
Instructors.....	not eligible for tenure

Only full-time service in any rank or combination of ranks will count toward tenure. A faculty member on study leave will not gain credit toward tenure.

Full-time service at another university may be awarded a maximum of three years credit toward the probationary period at VUU for a person at the rank of assistant professor. The specific amount to be given shall be stated in writing at the time of first appointment.

In exceptional cases, tenure may be granted earlier by the Board of Trustees upon recommendation of the appropriate Director and the President

No faculty member can assume tenure status. It is always granted in writing by the President of the University.

There is no tenure right to administrative positions.

Procedure for Awarding Tenure.

When a faculty member becomes eligible for tenure, as defined under Probationary Period, his qualifications are evaluated independently by the Administrative Tenure Review Committee and the Faculty Tenure Review Committee, each making a recommendation directly to the Administrative Council. The evaluation of the candidate by the Administrative Tenure Review Committee and the Faculty Tenure Review Committee is concerned exclusively with the individual's qualifications for tenure. If the recommendation of the two bodies are not in agreement, the Administrative Council will ask the Tenure and Academic Freedom Appeals Committee to resolve the disagreement.

After receiving a final recommendation favorable to the person, the Administrative Council will determine whether the person will be given a tenure slot after considering the needs of the University. If it recommends against awarding tenure slot, the Administrative Council may recommend a term contract which is renewable for an indefinite period, depending upon the needs of the University.

The decision of the Administrative Council will be conveyed to the faculty member by the President of the University. A person who fails to receive tenure may file notice of appeal with the President within fifteen (15) calendar days; after this period, the decision is not subject to review. Once an appeal has been timely filed, the President is charged with the responsibility of appointing an *ad hoc* review committee, which shall report is findings and recommendations to the President for a final decision.

Definitions.

Administrative Tenure Review Committee is composed of the Department Coordinator, Division Chairman, and the Directors from each School. The Coordinator and Division Chairman will be selected from each area where a person is being considered for tenure. This committee is appointed annually.

Faculty Tenure Review Committee is the Committee which which will make its recommendation directly to the Administrative Council. This committee will consist of nine (9) tenured persons elected by the tenured faculty. Members will serve three-year terms, except that in the first election, three will serve three years; three, two years and three, one year, the choice being by lot. No person can serve successive terms. A slate of faculty members eligible to serve on this committee will be prepared each year by the Directors of Schools and the election process will be completed by April 15 of each school year. The slate will be structured so that there will be one representative from each school and three persons elected at large.

In examining the candidate's record, the Committees will consider student judgement of the faculty member's performance. A majority vote of all members is required for a recommendation.

Tenure and Academic Freedom Appeals Committee is a committee which will review the qualifications of a faculty member eligible for tenure when unanimity is not reached by the Administrative and Faculty Tenure Review Committees. It will be composed of the Chairman of the Faculty Tenure Review Committee, a member of the Faculty Tenure Review Committee, a Director of a School, the Chairman or Coordinator of the appropriate division or department, and a tenured person not on the Faculty Tenure Review Committee appointed by the President. After examining the candidate's qualifications, in the case of tenure, the committee will report its decision to the Administrative Council.

Persons receiving term appointments after having been denied tenure because of a lack of tenure slots do not have to have their credentials re-evaluated by the administration and faculty. Their names are placed in a pool of persons who have a conditional right to future consideration for tenure. They may subsequently receive a tenure slot, depending on the needs of the University.

Tenure is never automatic or assumed. Granting of tenure is always communicated by the President in writing.

This tenure policy is subject to adoption by the Board of Trustees.

TERMINATION OF APPOINTMENT. Moral turpitude or abuse of academic freedom shall be cause for immediate dismissal and immediate termination of salary and other fringe benefits.

Termination of a tenured appointment for cause, or dismissal of a teacher prior to the expiration of a term for cause shall be considered by a faculty committee if the teacher requests such a review. If there is a request for a review, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an advisor of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony should include that of teachers and other scholars, either from his own or other institutions. Tenured teachers who are dismissed for reasons not involving moral turpitude may receive their salaries for at least six months from date of notification of dismissal whether or not they are continued in their duties, if after a review of the facts of the case such consideration is warranted. The committee shall report findings and recommend a course of action to the President. The President shall notify the faculty member of his decision in writing.

It shall be regarded as the professional obligation of a teacher on tenure to give six months notice of voluntary termination of service. However, by mutual consent the period of notification may be shorter.

In case of financial exigency and the consequent termination of position held by persons with tenure, notice, if possible, should be given six months prior to the termination date, and a financial exigency should be demonstrable.

Faculty members who are not tenured are appointed either for a term or annually, according to the terms of their contracts.

RETIREMENT. Recommended at age 65. If the University requests services of an employee after the recommended retirement age, such a faculty member will be secured on an annual basis with a special contractual arrangement. Health reason or other circumstances may justify involuntary retirement of a teacher or administrator before the fixed retirement age. Tenure ceases at the recommended retirement of 65 or at actual retirement which ever first occurs. Mandatory retirement is at age 70. No person will teach a full load beyond the mandatory retirement age.

LEAVE OF ABSENCE. Not usually granted to a faculty member without tenure, but each request will be judged on own merit.

Sabbatical Leave.
May be granted faculty for study or research subject to following conditions:

Applicant has completed six years at the University.
Application should be submitted not later than one complete semester prior to semester when leave is desired.
Resources are available for the temporary replacement applicant.
Only one applicant from a school, not more than four applicants from University, will be accepted for any one semester.
Applicant may take one year's (2 semesters) leave at one-half salary or one-half year's leave at full salary.
Ordinarily, sabbatical leave may not be taken more than once every seven years.
Applicant must give bond to repay leave compensation if he does not return to the University for one year.

SICK LEAVE. For confining illness certified by physician of not more than ten days during the school year, no deduction from salary will be made. When illness exceeds 10 days, but not more than three months, and it becomes necessary to employ substitutes, the following will occur:

Substitute will be ranked and paid on basis of his rank for a full, regular teaching load or for that fraction of a regular load he carried for indisposed teacher.

After three years of service, substitute will be employed and paid by VUU. Not more than half of indisposed person's salary shall be withheld to provide salary for substitute. Balance will be paid by University.

When the University responsibilities of the indisposed can be arranged without seriously affecting the educational program or when his colleagues voluntarily carry his duties satisfactorily without charge, the indisposed may receive his full salary. In all cases, the President or appropriate Director of School must be informed and will be final authority.

Board of Trustees will approve sick leave with salary for more than an academic year. In general, when individual is on sick leave for a year, the amount of salary paid will not be less than one-half his total compensation.

OFFICIAL LEAVE. May be granted for miscellaneous purposes by approval of the President without stipend contingent upon three considerations:

Ability of University to replace applicant temporarily.
Priority of claim in terms of seniority.
Maternity leave not to exceed one year beginning at the discretion of faculty member and the President.

BENEFITS.

Academic Retirement.

The University has a retirement plan with Teachers Insurance and Annuity Association and College Retirement and Equities Fund. All faculty members are urged to participate; required to participate after one year of employment. Participant contributes to the nearest dollar, 3 1/2% of his monthly salary toward the premium, while the University matches the amount. During leave of absence on partial salary, the University continues contribution on basis of full salary, providing the participant does likewise.

Each retirement annuity contract written in accordance with this plan is the property of the participant. Contract is between participant and insurance company.

University helps participant to obtain refund of his contribution if the teacher discontinues his service at VUU prior to having contributed $1,000 of his salary to the annuity program. Contribution by VUU is returned to the University.

Hospitalization and Major Medical.
The group insurance plan, basic health and major medical, is mandatory for all full-time employees. The University pays two thirds of the employee's cost. For all employees enrolled in the group insurance, the University pays for the life insurance (rounded to next highest thousand). Payments are deducted from participant's salary and sent directly to the insurance company by the University. Other group accident insurance is available on a voluntary basis at a nominal monthly cost.

Disability.
After one year of employment, at onset of a disability, the income policy is full paid by the University. It provides one-half salary after six months of total disability up to retirement age.

Social Security.
VUU employees are included in the federal Social Security program. Rates and deductions are in compliance with regulations.

Scholarship Aid for Faculty.
Reduction of three-fourths the regular tuition rate for courses is granted a full-time faculty member, his or her spouse and their children. Part-time faculty members are not eligible to participate in this benefit.

Athletic and Special Events.
Special rates are available for purchase of season tickets to athletic events and Concert Series. Faculty and staff members are admitted to admission-charged affairs only when holding admission tickets or authorized identification for a specific event.

Travel Conditions.
Travel vouchers for faculty members attending meetings representing VUU or who travel on University business must be approved by the Director of a School or an administrative officer in consultation with the President of the University.

Immediately upon return to campus, teacher must submit expense account and an evaluation of the conference or meeting attended. This inclusive report is presented to Director of School, head of traveler's department and/or division. Expense account includes cost of transportation, lodging, meals, gratuities, registration fee, etc., if applicable.

The Business Office will not approve a travel voucher until confirmation from the Director of School or department head stating that all preceding conditions have been met.

Arrangement can be made to provide an advance of 3/4 of total travel expenses. Amount allotted for transportation is air coach fare or mileage @ 10¢ per mile, which ever is smaller.

Travel Allowance.

The object of the faculty travel allowance program is to enhance the effectiveness of the University through the professional development of the faculty. Allowances for faculty travel are provided within the limits of budgeted funds available to assist faculty members in attending and participating in regular meetings of recognized scientific and professional organizations and learned societies. Since the funds available will not provide for desired travel of faculty members to all regular meetings of recognized organizations; directors, chairmen, coordinators and departmental faculty members must give careful consideration to the following:

1. The conservation and most effective use of travel funds;

2. Meetings from which the University and particular staff members will derive the greatest benefit;

3. Staff members who should attend by virtue of special interest in a given field or in a particular organization;

4. Relations of the University to national, regional, and state organizations. In general, provisions should be made wherever practical for representation at significant state and regional meetings.

Faculty members who simply attend and observe at professional meeting are reimbursed for travel only. Those who read a paper

at a professional meeting, or are an officer of the association, discussion leader, or other active participants are reimbursed for travel plus one half of all other expenses. If a faculty member has been designated the official representative of the University by the President for a particular meeting, then transportation, room, and meals will be paid.

OUTSIDE EMPLOYMENT. Faculty members are advised to consult with the President before offering services, accepting part-time employment or operating a business. Such involvement may infringe upon individual service to the University, may jeopardize reputation of faculty or University, or may provide a conflict of interest with the University. Unapproved outside employment which interferes with the performance of the employee's job shall constitute cause for termination of employment.

TEACHING LOAD. Normal teaching load consists of 15 teaching-credit hours per semester. One hour of teaching-credit is allowed for each hour a lecture class meets during the week. For laboratory instruction, one teaching credit hour is allowed for two hours of required laboratory work.

Reductions in teaching load are made in cosideration of administrative assignments such as directors, chairmen, coordinators, coaching, etc.

COURSE OUTLINE. Teacher is required for each course to prepare a syllabus which is submitted to Director of the School and to each student at the first class meeting.

Contents of outline: objectives of course, textbooks required, procedures to be followed, content to be covered, requirements to be met, including examinations, research papers, etc., and essential bibliography.

GRADES. Due in the Office of Registrar on dates announced. Performance values of letter grades, as given below in catalogue, are as follows:

A Superior
B Excellent
C Average
D Poor
F Failure
I Incomplete
WF Withdrawn-failing
WP Withdrawn-passing
UW Unofficial withdrawal

GRADE CHANGES. If a change of grade is necessary, a written request must be presented to the Director of the School within ten days after the original grade was submitted by the faculty member. Upon discretion of the Director, request may be presented for approval by the Academic Affairs Council or the faculty.

Removing "I" Grades.
Student takes initial step in removal of "I" grade by registering in Registrar's Office during the first week of his next term of residence. Office will send to instructor a card for reporting the final grade. Meantime, instructor and student arrange time for final exam to be taken.

ASSIGNMENT OF CLASSROOMS. Classrooms and office space are assigned by Assistant Vice President for Academic Affairs in consultation with the Directors of the Schools.

OFFICE HOURS. During first week of each semester or summer session, faculty member announces to each class his/her office hours. Schedule provides for a minimum of one hour each week for each class section taught; does not include total time teacher expects to be in his office, only time committed to students regardless of other duties. No student should be allowed to feel he is intruding on teacher's time during these scheduled hours. Schedule is to be filed with the Director of the School during the first week.

CHANGE OF CLASS TIME AND LOCATION. Teachers may not combine sections of a class, add or eliminate a course, or change scheduled time and location of class meetings without approval of Director of the School in consultation with the Assistant Vice President for Academic Affairs.

ISSUANCE OF KEYS. Keys to University buildings, and specific rooms are issued only by designated Business Office personnel upon approval of appropriate administrative officer. No University keys are to be duplicated by a private business. A lost key is to be reported at once. Upon the payment of a fee, a duplicate key is issued.

ABSENCE FROM CLASS. Absence from class or other responsibility is highly disfavored. Teacher should feel an obligation to share time with students, should consciously prevent absence from class or tardiness to class unless absolutely necessary. All absences must be reported to Department Coordinator and Director of School.

ACADEMIC ADVISING PROCEDURES.

Academic advising is a major responsibility of each member of the academic faculty at Virginia Union University. Each student enrolled in a program terminating in a special certificate or an undergraduate degree is entitled to professional academic guidance provided by faculty members as he/she pursues a particular area of interest. In this regard, the following academic advising procedures shall serve as a guide:

1. The Directors of Schools have the responsbility for seeing to it that each student enrolled in their respective schools is assigned a faculty advisor.

2. The number of advisees per faculty member shall be determined by the faculty-student ratio of the respective department and/or school.

3. In preparation for the Fall term and prior to fall registration, each student (first-time freshman-returning student) shall be notified which faculty member has been assigned as his/her advisor.

   A. Students should be notified individually and in writing of their assignment.
   B. A copy of the assignment shall be filed in each student's personal academic folder.
   C. A copy of faculty assignments shall be forwarded to the Assistant Vice President for Academic Affairs who shall compile and distribute a campus wide list to the following offices:

      (1) Registrar's Office
      (2) Office of Student Affairs
      (3) Directors of Schools
      (4) Counseling Center
      (5) Director of Admissions
      (6) President
      (7) Vice President for Administrative Affairs
      (8) Director of General Studies.

4. The following guidelines for academic advising shall be observed:

   A. A four year academic program shall be prepared for each advisee and the advisor. The duplicate copy shall be given to the advisee for his/her information.

   B. The advisors are expected to meet with advisees individually at least once prior to mid-term and once prior to final examinations during each semester.

C. The advisor is expected to meet with advisees in a group session at least once per semester.
D. All academic records on advisees are to be filed under lock and key.
E. Academic record forms should present courses taken, to be taken, grades received, and cumulative grade point averages.
F. All changes in academic records shall bear the signatures of both the advisee and the advisor.
G. A report of advising efforts shall be filed with the Directors of Schools and the Counseling Center at the end of each semester, to include number of students advised, and pertinent information that should be brought to the attention of appropriate University officials.
H. Serious academic problems which cannot be resolved by advisors shall be referred to the Counseling Center immediately.

In cases of problems related to faculty/student personality conflicts, grading, course-class organization, content, and management, and other related problem areas of an academic nature, parties involved should take these steps in the resolution of such problems:

1. Every effort should be made, first, between student and instrutor to resolve the problem. If problem is not resolved at this level,

2. The parties shall, within ten (10) working days, make an appeal to the Director of their respective School where the problem hopefully will be resolved, if there is no resolution at this level,

3. Any one or both parties within a one week period shall make an appeal to the Appeals Board for possible resolution. The Appeals Board shall be appointed by the President with faculty nominations from Directors of Schools and student nominations from Student Government Association. The representative number of board members shall be determined by the President. The Appeals Board shall, within a two (2) week period after receiving an appeal, convene to resolve the problem. All pertinent data shall be provided the Board at the time the appeal is registered. The Board shall have the power to recommend to the President the action it deems necessary whether or not other steps need to be taken before a decision is rendered.

4. Each party involved has the right to request that peer support in his behalf be presented at each Appeals level.

PRIVATE COURSES FOR CREDIT. May be offered by faculty member only to graduating seniors in residence during regular school session. Charge for private courses is made to student through Business Office. Such tuition charges are twice the regular full rate. These courses are approved only by the Director of a School.

Faculty members will be paid for private courses by Business Office at rate of three-fourths the tuition charge. Faculty members will not collect charges for private courses from students but will be compensated through the Business Office.

ACADEMIC REGALIA. All faculty members participate in proper attire at all University academic occasions: Formal Opening, Founders' Day, Baccalaureate, Commencement, etc. Any exceptions must be cleared in advance with the Vice President for Administrative Affairs or the President of the University

Regalia may be rented or purchased through Business Office provided information is submitted to that office in August of first semester. Approximate rental is $25 for the academic year. Faculty member is responsible for completing file card in Business Office on regalia measurements. Failure to order regalia is not an acceptable excuse for inability to participate in academic occasions.

FIELD TRIPS. The Director of a School and Dean of Student Affairs must grant permission for student tours or trips off campus. Field trips cannot be scheduled within two weeks prior to beginning of semester examinations. Transportation and other costs of field trip are not to be charged to the approved budget. All costs are to be borne by the persons taking the trip.

University does not assume financial responsibility for property loss, for passenger injury or death during such trips. University requires that adequate insurance coverage be provided, if faculty members take group trips.

UNIVERSITY VEHICLES. University operates a limited number of vehicles for official University purposes. These vehicles are to be requisitioned from the Business Office after approval for the trip has been granted by the appropriate department head. The budget must be sufficient to provide for cost of the trip that may vary from 10¢ to 20¢ per mile depending upon the vehicle used.

When a University vehicle is not available for an approved trip, with approval of the Vice President for Business Affairs, the faculty or staff member may use his or her personal automobile and be reimbursed at the rate of 10¢ per mile.

FACULTY SPONSORSHIP OF STUDENT ORGANIZATIONS. Faculty member will assume responsibility for assisting in extra-curricular life on campus such as sponsorship of student organizations.

FACULTY MEETINGS. Occur second Wednesday of every month throughout academic year in Wall Auditorium, Ellison Hall unless otherwise scheduled. All faculty members are to be present unless excused prior to the meeting by the President of the University.

LIBRARY. William J. Clark Library is VUU's main library. Some instructional materials are housed in the Educational Resource Center located in Martin E. Gray Hall.

Library of Congress Classification System is used for all new book acquisitions. Gradually the entire collection is being converted from the Dewey Decimal System.

Order Procedure. Duty of faculty member is to examine holdings in his respective area and make recommendations for additions and withdrawals. Recommendations for books, recordings, scores, films, filmstrips, tapes, and periodicals should be given by faculty member to director of school. He, in turn, will make composite list for entire department and submit to librarian. This should be done at least twice each semester.

Interlibrary Loan Service. Reference Department is responsible for transaction of all interlibrary loans. Service consists of borrowing and lending materials to and from other institutions for research. Every effort is made to conform to the interlibrary loan code. Materials may be borrowed for faculty members and staff only.

Faculty member interested in inter-library loan for undergraduates use must make loan in his name and is held responsible. There is no charge for the service.

Reference Materials. Generally, references and periodical materials do not circulate. At the discretion of the Reference Librarian, faculty members may borrow materials overnight.

Circulation Department. Faculty members are allowed to borrow books for a two week period, provided the book is not requested for reserve room. Books checked out under this system may be renewed if necessary.

renewed if necessary.

Families of faculty and staff members are eligible to use all facilities of the library. They must abide by general policies.

Reserve Room. Houses books assigned by faculty for student use and which appear on teacher's reserve lists. These should be books from which the faculty makes assigned readings.

Books are alphabetically arranged by author so they will be immediately accessible and available to students. Notebook with alphabetized faculty names, course name and number plus list of reserve books for specific courses is kept at the reserve desk.

Reserve books are kept on closed stacks so their use can be rigidly controlled. Faculty who place their personal copy on reserve do so at their own risk. However, they should be certain their books have some permanent identification to show ownership, should specify whether they are to be used in library exclusively or may be checked out overnight.

For overnight use, reserve books may be checked out one hour and half before closing time and are due next morning by 9:00 a.m. Monday through Friday. For weekend use, they may be checked out at 4:00 p.m. Friday and are due Monday by 9:00 a.m.

Reserve Book List. Faculty members requesting reserve privileges should make list for each course. Submit completed list to Circulation Department at least three days before students are assigned these books. Books should be removed from reserve as soon as books are no longer needed.

LEARNING CENTER. Located in lower level of Huntley Hall. Comprised of a sixty-carrel dial access retrieval system. Sixty-four independen sources are available at a given time. Materials are prepared for dial access from a master tape or direct voice at the console. After initial step, it is segmented into fifteen minute parts and given two digits dial code. Students must request materials by title rather than code number, since Learning Center personnel frequently changes the location of material.

In addition to dial sources, master tapes are distributed to student

positions. Conceivably this could be a multiple choice test where student responds through a four choice response system. After test is completed, students score is available through the Edix grading system.

AUDIO-VISUAL AID DEPARTMENT. Located in the Learning Center. Teachers may borrow films, slides, film-strips, tapes, and equipment through this office. Available sources are listed and distributed by the Center to each division and department. Arrrangement for class showing must be made one week prior to scheduled viewing.

DUPLICATING. Coin operated machine is housed in main reading room of Library. Fee for use of machine is ten cents a page. Duplicating for administrative, divisional and departmental use is processed in other areas if equipment is available. ONLY University-related matters are to be duplicated on University equipment.

Three micro-film printers are also housed in the main reading room adjacent to the micro-film collection. Page copies of film cost ten cents.

BOOKSTORE. Faculty members present to Directors of Schools a requisition form stipulating textbooks to be used and the anticipated number of students per class. Form must be submitted one semester in advance of instruction. After approval by the Director of the School, he in turn, notifies purchasing agent and bookstore manager.

Bookstore hours: Monday thru Friday, 9:00 a.m - 4:15 p.m.

PAYMENT OF SALARIES. Salary checks are available in the Business office on 15th of the month at twelve noon. Whenever the 15th falls on Saturday or Sunday, checks are available at noon on the preceding Friday.

WITHHOLDING TAXES AND OTHER DEDUCTIONS. Deductions for federal and state taxes are made from monthly salary payments in accordance with federal government and Virginia regulations. Certification forms for dependents of faculty and staff are made available to each new employee at signing of employment contract. These are used as a basis for state and federal income tax deductions.

Business Office provides voluntary payroll deduction service for faculty and staff members. Under this plan faculty and staff submit a form at beginning of academic year indicating amounts they desire deducted for certain charities, membership fees, etc. Submission of form authorizes Business Office to make approximately

equal payroll deductions for nine consecutive months, commencing with October 15th payroll.

REQUISITIONING EQUIPMENT AND SUPPLIES. All equipment and supplies authorized within budget allocations must be purchased through the Business Office. Requisitions for such purchases must originate with administrative officer or Director of School. When orders are received, they should be check immediately. Purchases made without an official purchase order become personal responsibility of person who ordered material.

BUILDING AND EQUIPMENT REPAIRS. Whenever repair is needed, notify immediately the Superintendent of Buildings and Grounds.

LONG DISTANCE CALLS. These calls plus telegrams at University expense must be approved by the administrative officer or Director of School under whose office such charges are made, or approved by person so designated. Placing of such calls is encouraged only when airmail and special delivery will not suffice. These calls must be routed through campus switchboard between 8:30 a.m. - 4:30 p.m. Emergency calls at other times are to be charged to caller's personal phone number. Reimbursement request is submitted to Business Office. Long distance code number must be given when call is made.

AUTOMOBILE AND PARKING REGULATIONS. All vehicles to be regularly parked on campus must be registered within 24 hours of entrance on campus. These vehicles must be registered in Office of Dean of Student Affairs. No faculty and staff member is to park in an area where curb is painted yellow unless assigned a special parking space. Unassigned spaces are available in each of general parking areas.

UNIVERSITY INSURANCE COVERAGE. Basic insurance policies are necessary for an educational institution open to the public. In order not to place the coverage in jeopardy, it is necessary that specific instructions be forwarded when it appears that a loss of any nature, for which the University would have the responsibility, has occured.

Notify Vice President for Business Affairs.
Call immediately giving details. Put in writing full details of incident. Submit it to him within 24 hours. Directly respond to any subsequent communication.

Prompt Notice to Health Service.
If injury of a personal nature has occurred contact campus doctor or nurses.

GENERAL REGULATIONS. Faculty and staff members will comply with all posted announcements, bulletin board notices, and signs regarding smoking and parking. Smoking by faculty members in offices is not prohibited, but smoking in classrooms is absolutely prohibited.

Reports, grades, letters or written matter requested of faculty, staff members by the President or an assigned administrative officer will be executed promptly.

Confidential University business will be kept inviolate by the faculty and staff members so entrusted by the President or the administrative officer under whose office such confidential matters are involved.

Purchases for which the University is responsible are made with approval of the Vice President for Business Affairs. A written, approved requisition and purchase order or purchase order number must be obtained prior to making purchase or ordering service. Any unauthorized purchase will be charged to the individual who made the purchase or ordered the service.

Funds solicited or contributed to purchase articles or services for University use or sponsorship must be approved by the President and accounted for by the Vice President for Business Affairs.

Publicly distributed news and photographs regarding University faculty, staff and students must have approval of the Coordinator of University Relations.

Students employed by the University are appointed by the Director of Financial Aid upon approval of the administrative officer under whose office the student works or that person so designated by him. No student is to be employed withour prior approval of Director of Financial Aid.

Application for student employment must be filed with Financial Aid Office. Students approved for work are assigned to various offices and departments of the University. Student workers are not to be used for personal work but for institutional work only. Payroll vouchers are submitted to Financial Aid Office by noon each Monday. Late vouchers will cause a delay in the student's paycheck. Maximum number of hours a student may work during the academic semester is 15 hours per week. Unsatisfactory work should be reported to the Director of Financial Aid.

Faculty and staff members bear full responsibility for personal property or money loaned to other faculty, staff members or students.

Faculty and staff members who pursue courses of instruction on campus will comply with academic regulations of the University. Such courses will be taken with approval of the administrative officer under whose office the faculty or staff member serves.